

# Project Government Affairs Governors

\*5/6/93

*Lead Responsibility:* PM: Ellen Merlo, Tina Walls, Ted Lattanzio, Jay Poole  
RJR: Roger Mazingo

ETS ☐ FET ☒

## *Time Line:*

-Ongoing

*Description:* Develop list of Governors who could be helpful in contacting Congress and the Clinton Administration. Determine how best to reach and activate them. Awaiting info. Governor Hunt (NC) setting up Task Forces in the state to combat excise tax. His group includes vendors/suppliers. Governor McWherter (TN) is concerned about impact and is going to meet with President Clinton in March. Governor Wilder calling. Effort to assure current Southern Governors expand to include all 17 SGA members to 1) Urge President against FET and 2) urge Senators and MCs to oppose FET underway. Similar efforts with NGA, DGA, RGA, EGA, MGA, WGA are beginning.

## *Action:*

- \*April 28 - NGA/Clinton meeting - Governors Folsom, Cambell, Miller and Carper names were given via Jay for final followup by Governor Hunt (NC).
- Governor Fordice (Ms.) contacted for future action.
- Jay Poole will meet with Governor Wilder to ask him to call Pres. Clinton and followup with a letter.
- Ed Jenkins (Former MC of GA) is meeting with GA Gov. Miller on 3/31/93.
- Already contacted: Governor Hunt (NC), Governor McWherter (TN), Governor Wilder (VA), Lt. Governor Mary Sue Terry (VA), Governor Jones (KY), Governor Baliles, Judge David Armstrong (AK), Sec. Riley, BTC and tobacco growers.
- Still pending: Gov. Miller (GA), NGA-Romea and Campbell, NCSL - John Sununu and Gov. Walters (OK). Mayor Abramson.
- Governor Waihee will not be contacted at this time because of state level excise tax legislation.

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## Governors (Continued)

\*5/6/93

### Action:

- Awaiting contact with Campbell prior to conversation with Romer.
  - Contact DGA, NGA, RGA - SGA plan to be finalized this week.
  - Remain in contact.
  - Provide white papers, talking points and speeches.
  - NGA-Initial calls made; contact with Campbell
  - Governor Hunt plans to come to Washington, DC in the near future to speak with Clinton about the economic stimulus package and its impact of FET.
- (Victor Han) - Governors send message to White House on FET; gain media; coverage  
Lead Responsibility: Victor Han, Jay Poole, Burson-Marsteller

### Budget:

2048597276

*Project \_\_\_\_\_ Government Affairs \_\_\_\_\_*  
*\_\_\_\_\_ DNC / Political Advisor*

\*5/6/93

*Lead Responsibility:* PM: Craig Fuller  
RJR: Tom Griscom

ETS ☒ FET ☐

*Time Line:*  
-April 15, 1993

*Description:* Generate information aimed at raising political concern.

*Action:*  
-Schedule meeting with DNC - Kathleen Linehan.

*Budget:*

2048597277

*Project \_\_\_\_\_ Government Affairs \_\_\_\_\_  
Administration*

*\*5/6/93*

*Lead Responsibility:* PM: Kathleen Linehan  
RJR:

ETS ☐ FET ☒

*Time Line:*  
-Ongoing

*Description:*

*Action:*

- Meeting with Administrative officials week of 3/24/93. (Done)
- MAM in Washington, DC week of 3/15/93 (no meetings were held).
- RWM in Washington, DC for meetings 3/24/93.

*Budget:*

2048597278

*Project \_\_\_\_\_ Government Affairs \_\_\_\_\_  
\_\_\_\_\_ Hill Contacts with Local Lobbyists*

\*5/6/93

*Lead Responsibility:* PM: Kathleen Linehan  
RJR:  
TI: Walter Woodson

ETS ☐ FET ☒

*Time Line:*  
-Ongoing

*Description:* Bring in local lobbyists to contact key House and Senate members.

*Action:*

- Industry teams are meeting this week to set up meetings during Easter recess.  
Due April 13.
- Ellen Merlo is looking at the list and will advise Kathleen Linehan. (Complete).
- Develop a list of PM/RJR lobbyists and who they know on the Hill.
- PM/RJR/TI to develop a joint strategy.
- TI List - Walter Woodson.
- RJR List - Tom Griscom.

*Budget:*

2048597279

● Project Government Affairs  
White House Coalition

\*5/6/93

*Lead Responsibility:* PM: Kathleen Linehan  
RJR:

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*Time Line:*  
-Ongoing

● *Description:* 1) 32 tobacco Democrats meet with H. Paster from the White House and discuss the excise tax issue week of March 8, 1993. (Done)  
2) Senator Ford sees HRC -postponed.  
3) Tobacco members writing letters to the White House.

*Action:*  
-Governor Hunt calling Rahm Emmanuel

● *Budget:*

2048597280

● Project Government Affairs  
Local Elected Officials

\*5/6/93

*Lead Responsibility:* PM: Ellen Merlo, Tina Walls, Ted Lattanzio, Jay Poole  
RJR:

ETS ☐ FET ☒

*Time Line:*  
-Ongoing

*Description:*  
Denver Councilwoman Cathy Reynold, Colo. Municipal League Executive  
Director Sam Mamet

● *Action:*

A number of NC Mayors have written the White House and Members opposing the tax. We are meeting next week with Richmond Mayor Kenny to ask him to send a letter to the Executive Committee of the VA municipal league asking them to co-sign a letter to the VA Congressional Delegation opposing the FET.

\*GA Secy. of Agriculture to meet with Pres. Clinton. Secy. of Ag. agreed to get other Southern colleagues to oppose FET.

-Compile listing of key officials and their organizations.

POTENTIAL CONTACTS:

\*LOCAL ELECTED OFFICIALS - Ongoing and under weekly reports.

REGION VII:

REGION VIII:

REGION IX:

REGION X:

Colorado

- Councilwoman Cathy Reynolds (Denver)
- CO Municipal League - Sam Mamet
- Mayor Tauer (Aurora)

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# *Local Elected Officials* (Continued)

\*5/6/93

## North Carolina

- Bill Shalhoob - local restaurant owner; key local leader.
- Mayor John Lindgren (D) - Fargo

## REGION XI:

### Utah

- Mayor Everett Dahl (Midvale)

## REGION XII:

### California

- Members of Republican Local Elected Officials (RLEOC)
- Members of CA Elected Association of Democrats (CALEAD)
- San Diego Mayor Susan Golding.
- San Bernadino Supervisor Jerry Eaves

*Budget:*

2048597282



*Project \_\_\_\_\_ Government Affairs \_\_\_\_\_  
Briefings to the Hill*

\*5/6/93

*Lead Responsibility:* PM: Kathleen Linehan  
RJR: B. Oglesby

ETS ☐ FET ☒

*Time Line:*  
-Ongoing

*Description:*

*Action:*

*Budget:*

2048597283

*Project* \_\_\_\_\_ *Government Affairs* \_\_\_\_\_  
\_\_\_\_\_  
*Senior Management Visits*

\*5/6/93

*Lead Responsibility:* PM: Kathleen Linehan  
RJR: B. Ogelsby

ETS ☐ FET ☒

*Time Line:*  
-March 16 & 17, 1993

*Description:* Visits should be made to Congressional leadership and key tobacco members.

*Action:*  
-MAM Washington visit 3/16/93 and 3/17/93.

*Budget:*

2048597284

*Project \_\_\_\_\_ Government Affairs \_\_\_\_\_*  
*Member Assignments*

\*5/6/93

*Lead Responsibility:* PM: Kathleen Linehan  
RJR: B. Ogelsby

ETS ☐ FET ☒

*Time Line:*  
-Ongoing

*Description:* To ensure that key Members of Congress are covered, member assignments should be made. All staff and contract lobbyists should be assigned members. Reports of the visits should be submitted periodically and in timely fashion.

*Action:*  
-March 28-31 to urge all tobacco democrats to meet with the House leadership on March 31.

*Budget:*

2048597285

*Project \_\_\_\_\_ Government Affairs \_\_\_\_\_  
\_\_\_\_\_ Coordination w/ Tobacco Coalition*

*\*5/6/93*

*Lead Responsibility:* PM: Kathleen Linehan  
RJR: B. Ogelsby

ETS ☐ FET ☒

*Time Line:*  
-Ongoing

*Description:* Maintain close coordination with House coalition of tobacco members and tobacco state Senators to ensure timely and orderly support. We can supply timely intelligence reports.

*Action:*

- We've hit upwards to 30 Members of Congress in last two weeks.
- Discuss with Ford. (Done)

*Budget:*

2048597286



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# Project \_\_\_\_\_ Labor \_\_\_\_\_ Strategy - Tax

\*5/6/93

*Lead Responsibility:* PM: Kathleen Linehan, Ellen Merlo  
RJR:

ETS ☐ FET ☒

*Time Line:*  
-Ongoing

*Description:* It is imperative that we maintain union's support. To this end, immediate contact should be made with the head of the BCT and other employee groups affiliated with PM companies. The President of BCT should be solicited to contact his members as quickly as possible and request them to contact the White House and their Members of Congress. The BCT also should arrange a quick meeting with Lane Kirkland and other key figures within labor and secure their support. Once support is solidified, then labor should mount a campaign against the proposal.

*Action:*

- We are working with BCT Local Officials who will have a booth at the National AFL-CIO trade show in St. Louis. We are working toward developing the capability of generating anti-FET letters on the spot that union members in attendance can forward to their own Members of Congress.
- Deadline: May 17, 1993.
- Constantly in contact with TI Labor Management - Kathleen Linehan
- Contacted by Jay Poole - Has agreed to enlist help of AFL-CIO to support industry position, phone and mail efforts.
- RJR will get readout from us.
- TI may be working on some ads.
- Ellen Merlo and Tom Griscom need to talk to Sam Chilcote.
- Dinner with BCT president on 3/10/93 by WIC, KML. (Done).

*Budget:*

2048597288



2048597289

Cardinal

*Project* \_\_\_\_\_ *TI Coordination* \_\_\_\_\_  
*TI Educational Packet*

\*5/6/93

*Lead Responsibility: PM:* Ellen Merlo, Kathleen Linehan, Jay Poole  
RJR: Tom Griscom, B. Oglesby

ETS ■ FET ■

*Time Line:*  
-April 15, 1993

*Description:* TI is developing information packets and briefing papers for ETS and Excise Tax issues.

*Action:*

- \*On going meetings with coordinating Committees take place on weekly basis.
- \*ETS included in latest TI meetings.
- \*Legislative updates coming in form all sectors.

*Budget:*

2048597290



# Project TI Coordination TI Lobby Plan

\*5/6/93

**Lead Responsibility:** PM: Jay Poole, David Nicoli  
RJR: Randy Thompson  
TI: Bob McAdams

ETS ■ FET ■

**Time Line:**  
-April 15, 1993

**Description:** Coordinate all tobacco lobbyists through TI. This is no time for anyone to freelance. Although TI does not have all the tobacco companies in its membership, this may be the time for outreach - all companies employ people, have plants, etc.

**Action:**

- Meeting of the inter-company/TI group on Tuesday April 6.
- First meeting with McAdams for TI held on March 25; second meeting set for April 16.
- Briefing for Bill/Jim/Andrew.
- Strategy to be worked out by Craig Fuller or Craig Fuller and Tom Griscom.
- After strategy worked out, logistics of coordination must be established by RJR/PM Team.
- Designate group on FET strategy/one representative from PM/RJR/TI to coordinate "all" activities (linking all groups) reporting to Core Group.
- Decide on representatives from each company.
- Ellen Merlo to make assignment of PM coordinator/strategist.
- Tom Griscom to deliver message to TI.
- Jay Poole named as PMUSA Representative -has been communicated to TI (Merlo).
- David Nicoli - WRO Representative.-has been communicated to TI (Merlo).

**Budget:**

2048597291



2048597292

Continued

*Project \_\_\_\_\_ Science \_\_\_\_\_*  
*Publicly Challenge EPA Science*

\*5/6/93

*Lead Responsibility:* PM: Steve Parrish, Jim Boland  
RJR: Tom Griscom

ETS ☒ FET ☐

*Time Line:*  
-Due April 1, 1993

*Description:* Consider a press conference to challenge EPA Risk Assessment, or an open letter to the new EPA Administrator.

*Action:*

- Evaluate basis for a new challenge, due: 4/1/93.
- Burson-Marsteller.
- Work being done with Manhattan Institute.
- Scientific organization on how Risk Assessments done: cellular phone, ETS and others.
- Stanford Research Institute to review EPA statistics (Steve Parrish to work on who has contacts with Stanford).

*Budget:*

2048597293

● Project \_\_\_\_\_ Science \_\_\_\_\_  
\_\_\_\_\_ *Reexamine ETS Study*

\*5/6/93

*Lead Responsibility:* PM: Tom Borelli, Jim Boland  
RJR: Sears Strawker, Mary Ward

ETS ☒ FET ☐

*Time Line:*  
-April 15, 1993

*Description:* Maintain an ongoing review of ETS studies and findings and present a case for a reexamination of ETS at EPA.

*Action:*

\*PM TB/JB - Will arrange a meeting with RJR to discuss a consultant's proposal that raises the weaknesses and the ramifications of the risk assessment to the EPA. Additionally, we will discuss another proposal for EPA's methodology to be reviewed by an outside statistical group.

● *Budget:*

2048597294

● Project \_\_\_\_\_ Science \_\_\_\_\_  
\_\_\_\_\_ Science Spokesperson

\*5/6/93

*Lead Responsibility:* PM: Tom Borelli  
RJR:

Burson-Marsteller  
APCO

ETS ☒ FET ☐

*Time Line:*  
-Searching

*Description:* Identify one or more scientists willing to speak on the ETS subject in support of our position. Place them in speaking opportunities.

● Victor Han: Free up TI scientists; identify others for media.

*Lead Responsibility:* PM: Victor Han, Steve Parrish Burson-Marsteller  
RJR:

*Action:*

\*PM TB - APCO/Burson Marsteller are identifying various environmental symposia where ETS can be raised and various policy group speakers will be reviewed as possible candidates.

-Still looking

*Budget:*

2048597295

● Project \_\_\_\_\_ Science \_\_\_\_\_  
\_\_\_\_\_ Presentation to OSHA on ETS

\*5/6/93

*Lead Responsibility:* PM: Denise Keane, Jim Boland  
RJR: Mary Ward

ETS ☒ FET ☐

*Time Line:*  
-TBD

*Description:* Develop a presentation on ETS to make to OSHA.

● *Action:*

- Ready for presentation last week in April, presentation can be used for EPA if needed.
- Denise Keane will contact.
- Should unions take lead?

● *Budget:*

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# Project \_\_\_\_\_ Research \_\_\_\_\_ Studies

\*5/6/93

**Lead Responsibility:** PM: Lance Pressl, Derek Crawford  
RJR:

ETS ■ FET ■

**Time Line:**  
-April 15, 1993

**Description:** There are 5 studies under development that could have a bearing on the debate: (1) the LULAC health care financing study (Done-March 25); (2) the Committee for a Responsible Federal Budget's health care cost containment study (Rollout-April 12); (3) CART's updated Regressivity Study and Macro Jobs Impact Study (Done-March 15); (4) Economic Policy Institute study on regressivity of the current health care financing system (Rollout-April 7); and (5) The Council of State Government's study on diminishing tax receipts. It is important to express the findings to the media and public in layman's terms so that the message is not lost in an academic debate.

Other available studies, research and technical assistance. Impact Sheets & Visual Support. \$2/Pack Argument/Information Sheets: National/State by State. Studies by third parties: Council of State Governments: Diminishing Return of Excise Taxes; A. Philip Randolph Institute: Impact of Taxes On African-American, Health Care Financing, American Agricultural Movement; Impact of Excise Taxes On Rural American; National Conference of State Legislatures: Effect of FET Changes on Women, Minorities and the Middle Class; Excise Taxes in the American Fiscal System; Congressional Budget Office: Rising Health Care Costs; National CART: Regressivity & Jobs Analysis; Institute for Research on the Economics of Tax: Social Costs; Public Policy, and Freedom of Choice. State-Specific And Internal Studies: Geo-Political Mapping Analyses, Regressivity Studies, and Fiscal Conditions.

**Action:**

- Looking at "backout" of \$24 billion social costs figure. (In process with PM/TI)
- Evaluating studies and determining if more are needed.  
(Do we need to Commission any other studies?)
- May be doing research on FET.
- Need to get material from TI so we can evaluate; Washington Office should get what's there.
- We want to look at large media component.
- Tally points.

**Budget:**

2048597298



# Project \_\_\_\_\_ Research \_\_\_\_\_ Position Papers

\*5/6/93

**Lead Responsibility:** PM: Lance Pressl, Jim Boland  
RJR:

ETS ■ FET ■

**Time Line:**

- Ongoing
- ETS - Due week of March 29, 1993

**Description:** A series of position papers or "White Papers" needed on the ETS and excise tax issues. Assign writers to complete the following:

- Write paper on EPA Science as it relates to electromagnetic fields (EMF), diesel, and chloride in water (in process).

**Action:**

- White paper on ETS/EPA will be completed by 3/22. The paper will be targeted for a state legislative audience.
- An informational video on PM's position on EPA/ETS issue has been prepared and made available to government affairs staff (PMUSA, WRO, PMI).
- Economic Impact Analysis - Federal (done).
- \$2, \$1, .50 (done).
- Need to have TI coordinate "all" white papers with PM/RJR.
- We will see drafts week of 3/15/93.

**Budget:**

2048597299

*Project \_\_\_\_\_ Research \_\_\_\_\_*  
*Niagara Institute*

\*5/6/93

*Lead Responsibility:* PM: W. Burrell, Matt Winokur  
RJR:

ETS ☐ FET ☒

*Time Line:*  
-Ongoing

*Description:* This Canadian group has developed a study of the tobacco issues in Canada. This report needs to be finalized and/or excerpts need to be made public.

*Action:*

- Report needs to be completed A.S.A.P.
- Statement by institute director needs to be drafted and released A.S.A.P.

*Budget:*

2048597300

*Project* \_\_\_\_\_ *Research* \_\_\_\_\_  
\_\_\_\_\_ *Wirthlin Group Presentation*

\*5/6/93

*Lead Responsibility:* PM: Craig Fuller  
RJR: Tom Griscom

ETS ■ FET ■

*Time Line:*  
-Completed

*Description:* Arrange a presentation on research to compare findings  
with Reynolds.

*Action:*

- Share ETS tracking information / Done.
- Share RJR attitude survey document / Due 3/10/93.
- Share results as available.
- Breglio survey results to be shared.

*Budget:*

2048597301

2048597302

Project \_\_\_\_\_ Legal \_\_\_\_\_  
Growers' Law Suit

\*5/6/93

*Lead Responsibility:* PM: Steve Parrish, Kathleen Linehan  
RJR: W. Ukatz

ETS ☒ FET ☐

*Time Line:*  
-Ongoing

*Description:* Consideration is being given to supporting the tobacco growers with a law suit against the EPA with regard to the ETS Risk Assessment. Also, raise money from third parties.

*Action:*

- Lawyer's conference call with RJR on 3/30. (Done)
- Finalize complaint / Due: week of 3/8/93. (Done)
- Review with RJR / Due: week of 3/8/93. (Done)
- Participate in Grower's legal fund to pay for suit (assuming we go forward).

*Budget:*

2048597303

*Project* \_\_\_\_\_ *Legal* \_\_\_\_\_  
*Legal Briefings on ETS*

\*5/6/93

*Lead Responsibility:* PM: Denise Keane  
RJR: M. Ward, W. Ukatz

ETS ☒ FET ☐

*Time Line:*  
-Week of March 22, 1993

*Description:* Legal should provide guidance for companies on the ETS issue.  
Once completed, distribution to key business leaders will be made on a CEO/CEO  
level or General Counsel/General Counsel.

*Action:*  
-RJR putting something out.

*Budget:*

2048597304

2048597305



*Project \_\_\_\_\_ Media / Communications \_\_\_\_\_*  
*Pro Active Media*

\*5/6/93

*Lead Responsibility:* PM: Tom Borelli / Richard Hines Consulting  
RJR:

ETS ■ FET

*Time Line:*  
-Ongoing

*Description:* Generate news stories, editorials and commentaries critical of the EPA Risk Assessment and unreasonable smoking ban legislation.

*Action:*

- See following pages for Project Overview Re: FET and ETS
- The below listed articles available upon request:
  - Joe Perkins - San Diego Union.
  - Lanie Izumi - Sacramento Union.
  - National Review editorial.

\*Note: The Joe Perkins column appeared in about 40 papers throughout the U.S. as a result of his syndicated column.

*Budget:*

2048597306



Project: Federal Excise Taxes (FET)

Overview:

Conference call held 4/26/93, with update call on 4/28/93.

Time frame for health-care package still looks like mid-May, although Panetta has come out and called from the president to hold off.

RJR has been hearing more often reports about farmers wanting to throw in the towel on FET, esp. in West Va./Ky. Farmers seem to feel they are getting raw deal from the manufacturers, especially on exports. M to check out validity of these reports.

TI, however, reported recent good experiences with farmers in the Georgia area. Several meetings were held where farmers recognized that the tax issue was an outside force that could decimate the entire industry. They were especially responsive to and galvanized by the "ripple" effect this could have (e.g., one farmer said he was going down to his tractor dealer immediately and ask him if understood what the tax would mean to him and try to encourage him to fight the tax).

Project: ETS

Note: All ETS projects discussed below and additional work on such projects are pending subject to decisions regarding litigation.

Overview:

Conference call held on 4/26. Second call on 4/28.

ETS will take a back seat to FET, but we will continue developing materials and reviewing opportunities.

2048597307

## VII. Miscellaneous

### FET

- o VISNEWS did satellite feed on April 15 featuring the Tax Foundation, with messages to support FET objectives.

- o PM/RJR coordinating with field staff to determine political activity on FET, to determine how it may dovetail with task force objectives or projects. RJR provided "Dear Colleague" letter for Va. legislators and letter for Sec. of Commerce (Va.) to be mailed to members of Congress.

- o B-M discussed pertinent activities with other task force. JP mentioned that he is helping sponsor a special public affairs issue in two ag magazines, which will be distributed in July. Discussed inclusion of ag press as part of media task force. B-M has ag media list, which it was (and is) in process of updating.

- o TI provided list of activities related to FET and ETS. (See attachment 1).

- o Discussion about what potential price points to argue. Determined by task force members to argue all three (double, \$1.00, \$2.00). (TI has revised FYI and letters discussed on conference call to reflect \$1.00 increase in language and graphics, with reference to doubling in language, as discussed by task force.)

- o RJR employees (mainstream factory folks) -- on their own time and money -- taking bus trip to D.C. to demonstrate against proposed excise tax increase. Two crews from local TV affiliates are going along w/satellite. Also the Winston-Salem Journal.

- o B-M to develop industry response for announcement day.

### ETS

- o Keep tabs on dates for Traficant hearings on smoking ban in federal buildings (May 23) and Rose hearings (May 12?).

- o PM consultants covering public works committee hearings re smoking bans on April 22 to enhance message point development.

- o APCO met w/PM purchasing department to involve and educate on ETS issue.

- o Discussion of ad campaign on ETS, with discussion on how to develop responses.

2048597308

*Project \_\_\_\_\_ Media / Communications \_\_\_\_\_  
\_\_\_\_\_ Watchdog Efforts*

*\*5/6/93*

*Lead Responsibility:* PM: Victor Han  
RJR:

ETS ☒ FET ☐

*Time Line:*

*Description:* Identify and design communications plan for watchdog groups.

*Action:*

-Radio syndicators contacted; developing 60 second test spot and longer piece test for weekend public affairs programming; meeting with principal this week; deciding frequency of delivery.

*Budget:*

2048597309

# ● Project Media / Communications Op - Eds

\*5/6/93

*Lead Responsibility:* PM: Victor Han  
RJR: Mara Payne

ETS ■ FET ■

## *Time Line:*

- FET: -Submit lists, initial drafts of op-eds to Tom Humber (B-M) week of April 12, 1993.  
-Finalize plans week of April 19, 1993.  
-Initiate program week of April 26, 1993.
- ETS: -Submit lists, initial drafts of op-eds to Tom Humber (B-M).  
-Finalize plans week of April 5, 1993.  
-Initiate program week of April 26, 1993.  
-Ongoing.

## ● *Description:*

### *Action:*

- See following page for Op-ed Program.
- FET: -Proactive Op-ed placement in selected hometown newspapers of key legislators.  
-Strategically cc: certain legislators, appointed officials.  
-Develop defensive op-eds for response to negative editorials.  
-Utilize media trained activists and smoker organization spokespersons.

### Next Steps:

- Identify hometown (district) newspapers of key legislators.
- Ascertain proposed content.
- Establish writing responsibilities.
- Draft op-eds, message points.
- Draft LTE's to support op-eds.
- Identify authors, proactive/reactive.

2048597310

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## *Op - Eds* (Continued)

- ETS:
- Jim Ramsay sample op-eds were distributed to group for review.
  - Group agreed to review available ETS material and make recommendations at next meeting.
  - Proactive Op-ed placement in selected national, state/state capitol and local newspapers.
  - Strategically cc: certain legislators, appointed officials.
  - Develop defensive op-eds for response to negative editorials.
  - Utilize media trained activists and smoker organization spokespersons.

### Next Steps:

- Identify newspapers of key legislators, appointed officials.
- Ascertain proposed content.
- Establish writing responsibilities.
- Draft op-eds, message points.
- Draft LTE's to support op-eds.
- Identify authors, proactive/reactive.

*Budget:*

2048597311

## VI. Develop Comprehensive Op-ed Program to Support Objectives

### FET

Summary: a) focus on proactive op-ed placement in selected hometown newspapers of key legislators, with ccs to those legislators, certain appointed officials; and b) develop defensive op-eds for response to negative editorials.

Potential authors include local business/labor, fiscal experts, smoker activists, growers.

#### Status:

- o A priority project, with initial focus on Ways & Means and six tobacco-growing states.

- o B-M has provided expanded media list. J and M will work on whittling down Ways & Means list.

- o PM/RJR have prepared draft op-eds each, along with message points and LTES to support op-eds.

- RJR distributed 10 op-eds to task force; PM to distribute their op-eds.

- RJR preparing generic op-ed piece for each state re economic impact.

- RJR to prepare generic news releases based on op-eds.

- o PM/RJR in process of gathering names of spokespersons.

### ETS

Summary: Develop op-eds, both proactive and reactive, for placement in selected national, state/state capital and local newspapers.

#### Status:

- o B-M has distributed expanded media list.

- o PM/RJR drafting 6 op-eds, message points and LTES to support op-eds. PM/RJR to coordinate w/APCO on potential signatories.

- o PM/RJR have contacted field re expanded media coverage. Will be in responsive mode until something occurs that provides proactive forum.

- o Discussion among task force of doing test case of "junk science" op-ed placement in state not as tough as Calif.; would look for historically conservative paper, perhaps a Western state. to canvass PM regional directors regarding political/legislative circumstances that might provide hook. Will provide three potential states for targeting.

2048597312

*Project\_\_\_\_\_Media / Communications\_\_\_\_\_*  
*TV Talk Shows*

\*5/6/93

*Lead Responsibility:* PM: Victor Han  
RJR: Mara Payne, Roger Ailes

ETS ■ FET ■

*Time Line:*  
-Review week of April 17, 1993

*Description:* America and the Administration are being run on talk shows.

*Action:*  
-Counter talking points.  
-Monitor talk shows.  
-Find shows where we can deliver our message.

*Budget:*

2048597313

# Project \_\_\_\_\_ Media / Communications \_\_\_\_\_ LTE's

\*5/6/93

*Lead Responsibility:* PM: Victor Han  
RJR:

ETS ■ FET ■

## *Time Line:*

- FET: -Contact lobbyists, activists, PM/RJR sales forces to review their role for expanded media monitoring by April 2, 1993.  
-Submit final plan for review April 12, 1993.  
-Initiate program week of April 5, 1993.
- ETS: -Submit lists, initial drafts of letters, prospective authors to Tom Humber (B-M) by April 9, 1993.  
-Contact lobbyists, activists, PM/RJR sales force to review their role for expanded media monitoring by April 2, 1993.  
-Submit final plan for review April 12, 1993.  
-Initiate Program week of April 5, 1993.

## *Description:*

### *Action:*

- See following page Re: Develop LTE Program.
- FET: -Proactive LTE's targeted at hometown (district) newspapers of key legislators.  
-Strategically cc certain legislators, appointed officials.  
-Develop defensive LTE's for reaction to editorials, news and op-ed coverage.  
-Local media to be monitored by lobbyists, activists, PM/RJR sales force.

### Next Steps:

- Identify hometown (district) newspapers of key legislators.
- Ascertain proposed LTE content per targeted legislator.
- Establish writing responsibilities.
- Draft proactive LTE's.
- Submit lists, conduct LTE content analysis, initial drafts of letters, prospective authors to Tom Humber (B-M) by April 9, 1993.

2048597314



## *LTE's* (Continued)

- ETS
- Proactive LTE's targeted at key opinion creating newspapers/publications (national/state/local) of targeted elected officials/appointed officials.
  - Strategically cc: certain legislators, appointed officials.
  - Develop defensive LTE's for reaction to editorials, news and op-ed coverage.
  - Local media to be monitored by lobbyists, activists, PM/RJR sales force.

### Next Steps:

- Identify newspapers/publications.
- Ascertain proposed LTE content.
- Establish writing responsibilities.
- Identify authors for LTE's, proactive/reaction.

*Budget:*

2048597315

## II. Develop Comprehensive LTES Program to Support Objectives

### FET

Summary: Proactive and reactive LTES for use at hometown (district) newspapers of key legislators, with one to those legislators and certain appointed officials.

#### Status:

- o B-M has provided expanded media list.
  - o RJR delivered 40 draft LTES (retailers/smoker advocates); PM to deliver draft LTES.
  - o PM/RJR identifying authors for both proactive and reactive letters by category. RJR working with their field teams, PM working w/regional government affairs folks. Special emphasis is being placed on tobacco states.
    - RJR may preaddress LTES and drop in field early.
- B-M/RJR to coordinate to see if B-M lists can be transferred to RJR systems.
- Discussion of filtering letters out now in grower states, before health-care reform plan announced. Supported by task force.
  - J and M to divide states up so each group keeps letters separate.
  - Letters w/economic information -- look for manufacturer/supplier signers, as opposed to smokers' advocates.

### ETS

Summary: Focus proactive/reactive LTES on key opinion creating newspapers/publications of selected elected officials/appointed officials, with ccs to those legislators, appointed officials.

#### Status:

- o B-M has distributed expanded media list.
- o PM finalized draft memo to field coordinators, sales force, etc. discussing expanded monitoring of local press and identification of potential authors. Information to be sent directly to M and J by field.

2048597316

# Project Media / Communications Press Package

\*5/6/93

**Lead Responsibility:** PM: Vic Han / Burson-Marsteller  
RJR: Mora Payne

ETS ■ FET ■

## **Time Line:**

**FET:** -Submission due March 31, 1993  
-Plans finalized week of April 12, 1993  
-Initiate Program week of April 5, 1993  
-Review week of March 22, 1993

**ETS:** -Submission due March 31, 1993  
-Plans finalized week of April 12, 1993  
-Initiate Program week of April 5, 1993

**Description:** Design a press kit for use with media on ETS issues. Also, design press kit on Excise Tax issue.

## **Action:**

-See following page Re: Develop Press Package.

**FET** -Press Packages will be multi-use, modular press/ information packages that can be tailored for different audiences.  
-Identified audiences and preliminary respective messages as an exercise to identify package elements.

## **Next Steps:**

-Submit to all group members already existing materials to be considered for modular elements of package.  
-Submit suggestions for other materials that must be created, developed or researched.  
-Tom Humber (B-M) will collect, maintain and catalog submissions.  
-PM to generate./Done.

2048597317

## *Press Package* (Continued)

- ETS:** -Press package will be multi-use, modular press/information packages that can be tailored for different audiences.  
-Identified audiences and preliminary respective messages as an exercise to identify package elements.

### Next Steps:

- Contact APCO, request refined ETS messages by audience; distribute to group.
- Distribute to APCO and all group members already existing materials to be considered for modular elements of package.
- Based on existing package APCO submissions, group submits additional materials, suggestions, etc. to Tom Humber (B-M).
- See following FET/ETS Audience & Message Point Development

**Budget:**

2048597318

To: Media/Communications Committee Members  
Date: March 18, 1993  
Subject: FET/ETS Audience & Message Point Development

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As per yesterday's meeting, it was agreed that we would address the following audiences. Along with a listing of the audiences is an initial effort at their respective message points. Remember, this was an exercise to help us determine the elements we need for information/press packages. These messages are not necessarily unique to each audience.

ISSUE: FET Increase

Audience: Federal Officials

Message Points: Tax is a middle-class tax increase. During the course of the presidential campaign, candidate Bill Clinton promised he wouldn't raise the taxes of the middle class. Similarly, the promise that President Clinton made that those with earnings below \$30,000 would not be taxed has now "gone out the window". Additionally, this tax will seriously hurt a fragile economy and 850,000 jobs will be lost.

Audience: State Officials

Message Points: An FET increase will cause an erosion in state revenues which will mean additional new taxes at the state level.

2048597319

Audience: Southeast States Elected Officials

Message Points: An FET increase will have a disastrous/cataclysmic effect on the economy in the southeastern states. More jobs will be lost due to this tax in the south and southeast than to the national recession that we are finally starting to recover from.

Audience: RJR/PM Plant Community Locations - Elected Officials

Message Points: Will cause jobs to be lost which will hurt the local economy. Also, erosion in company tobacco revenues adversely affects our ability to invest in non-tobacco operating companies and the jobs and tax revenues they produce.

Audience: Consumers/Smokers

Message Points Smokers should not be asked to pay any more - they already contribute more than 13 billion dollars to the economy than non-smokers. The proposed increase is discriminatory. If a program is to benefit all Americans - it should be broadly funded.

The real problem with the system is not the lack of money - but out of control costs. The medical care system itself is in need of general surgery if it's to be reformed. Don't throw more money at the health care system; fix it instead.

Audience: Non-smokers

Message Points: The proposed tax increase will not work because taxes alone won't cure the crisis in health care and new tax dollars will be needed on both the federal and state levels.

Audience: Farmers

Message Points: The proposed tax will be a cataclysm for the tobacco farmer and the economy of the tobacco growing states. Tobacco farmers will be unable to replace their highly profitable tobacco crops and as a result they, and their state's economy, will suffer.

2048597320

If tobacco farmers switch to alternative crops - - the markets of those crops throughout the United States will be destabilized and economic disaster will reverberate in every farming community.

Audience: Suppliers

Message: Reduced demand for tobacco will not only economically hurt tobacco farmers but will hurt all involved with the manufacture and sale of cigarettes from the pesticide and seed salesmen to the tractor sellers to the trucker who brings the finished product to retail.

Audience: Retailers

Message The retail and convenience store communities will bear a large part of the jobs lost if this tax is enacted. Cigarettes are among the most profitable products sold in those stores and provide a key revenue stream that helps to keep many stores open and many people employed.

Audience: State Excise Tax Dollar Recipients/State Funded Programs

Message: Another case of diminishing returns. This earmarked tax will erode excise tax revenues at the state level and cause lawmakers to look for additional sources of income. Those new taxes may not be as "politically acceptable" as the current source of funding and support for the program may erode. Accordingly, this scenario puts state discretionary programs at substantial risk.

It's poor policy to earmark the funding of any program to tobacco revenues where the base of consumers is declining every year.

Audience: Organized Labor

Message: This proposed tax is regressive because it hits the poor and middle class much harder than those who are better off.

Many tobacco related jobs, many of them union members, will be lost as almost 850,000 jobs disappear from the American economy.

2048597321

Audience: Health Care Reformers

Message: The entire health care system needs to be overhauled. The answer is not more money, but one of fundamental reform. If, in the final analysis, more money is the answer it should come from a general broad based tax. Get the system fixed.

Audience Minority Groups

Message: African and Hispanic Americans will bear the highest hardships if this tax is enacted. It's regressive and will cause serious job losses among the small businesses -- who depend on cigarette sales revenues -- in the minority community. Last in/first out. Further, erosion of discretionary programs of benefit to the minority community.

Audiences: Chambers of Commerce/Business Organizations

Messages: The proposed tax is unnecessary since the problem is not fiscal but structural. Government doesn't need to throw more money at the health care system - - it needs to fundamentally reform the system. Even if more dollars were needed, to take them from a revenue base where the receipts are declining doesn't make good economic sense. Unstable revenue sources lead to more taxes from other areas.

Audience: Anti-Tax Activists

Message: The Administration should focus on cutting spending -- not raising any taxes -- if the budget and health care costs are to be finally controlled.

ISSUE: ETS

The following list is submitted as an addendum to the report for your review. Please make additions as needed.

2048597322



Audiences:

Elected Officials

Regulatory Officials

Smokers

Non-smokers/taxpayers/general public

Conservative/Liberal Media

Employees (Tobacco/Non-tobacco)

Scientific Community

Restaurant/Hospitality

Human Resources

Labor

Business

Legal

Industry

2048597323

## Environmental Tobacco Smoke

Note: All of the ETS projects discussed below and additional work on such projects are pending subject to decisions regarding litigation.

### I. Develop Press Package for ETS

Summary: Developing multi-use, modular press/information packages tailored for different audiences.

Status:

- o Audiences and messages preliminarily identified.
- o PM/RJR/TI gathering and forwarding all relevant materials to B-M for review and cataloging.
- o B-M to contact APCO regarding coalition building and development of message points for specific audiences.

### II. Develop Comprehensive LTEs Program to Support ETS Objectives.

Summary: Focus proactive/reactive LTEs on key opinion creating newspapers/publications of selected elected officials/appointed officials, with ccs to those legislators, appointed officials.

Status:

- o B-M has created prototype media list and is expanding to include top 100 newspapers and state capitals media.
- o PM/RJR will contact field coordinators, lobbyists etc. to have them expand their monitoring of local press and to have them help identify potential authors.
- o PM/RJR each to draft 25 LTEs.

### III. Promote Speakers in Local Markets

2048597324

**Summary:** Design speakers' program for placement of identified spokespersons in local markets designed to attract press attention.

**Status:**

- o B-M preparing memo/guidelines on identifying potential forums and making contacts.
- o PM/RJR to identify potential speakers and procure op-ed writers for articles based on speeches.
- o PM/RJR preparing 2 generic ETS speeches each ( 1 each w/slide backup)

#### IV. Educate Newspaper Opinion Creators via Ed Boards

**Summary:** Continue ongoing key opinion leader educational outreach program, while identifying and expanding program to key national, state/state capital and local newspapers.

**Status:**

- o B-M has prepared prototype media list and is expanding.

#### V. Establish Presence on Selected Radio Talk Shows

**Summary:** Try to use expert third parties and media-trained activists to reinforce press efforts with national and local radio talk show opportunities.

**Status:**

- o B-M has prepared prototype media list and is expanding
- o PM/RJR talking to government affairs/field coordinators to identify appropriate topics/spokespersons.

#### VI. Develop Comprehensive Op-ed Program to Support ETS Objectives.

2048597325

Summary: Develop op-eds, both proactive and reactive, for placement in selected national, state/state capital and local newspapers.

Status:

- o B-M has developed prototype media list and is expanding
- o PM/RJR each drafting 6 op-eds, message points and LTEs to support op-eds.

2048597326

Project: Federal Excise Taxes (FET)

## I. Develop Press Package for FET

Summary: Modular press/information packages to be tailored for different audiences.

### Status:

- o Potential audiences and messages identified
- o Already existing materials being submitted to B-M and group members for consideration as package elements.
- o B-M collecting and cataloging submissions.
- o In developing/disseminating economic impact numbers, use TI numbers from Price Waterhouse study.
- o Publicize Price Waterhouse study in all 50 states through government relations/field coordinators
  - a) do state-specific media advisories w/ spokespersons (e.g., business groups, smokers rights group heads) prepared to respond to media inquiries
  - b) Consider events in top 10 impact states and southeast states; try to get heavy hitters (e.g., chambers of commerce, unions, retailers)
  - c) Use radio actualities
- o Before May 1, prepare kit for governors of southern states which are hardest hit to include message points, economic data.

## II. Develop Comprehensive LTEs Program to support FET Objectives

Summary: Proactive and reactive LTEs being developed for use at hometown (district) newspapers of key legislators, with ccs to those legislators and certain appointed officials.

### Status:

- o B-M has begun identifying media (including newspapers, TV and radio). Prototype includes NC delegation and House Ways and Means committee members. Now expanding list to include top 100 newspapers and state capital media.
- o PM/RJR will ascertain particular interests of legislators (i.e., what tone will make him/her responsive)
- o PM/RJR drafting proactive LTEs (25 each -- 10 retailers/15 smokers) for pool
- o PM/RJR to identify authors for both proactive and reactive letters by category

## III. Develop Speakers Bureau

Summary: Design a 50-state speakers program and place identified spokespersons in local markets designed to attract some press attention.

### Status:

2048597327

- o B-M preparing memo/guidelines on identifying potential speaking forums and making contacts.

- o PH/RJR preparing 3 draft speeches each (at least one slide supported)

- o PH/RJR to send memos to field coordinators/government affairs people asking them to: monitor local media; discuss their involvement in local groups that might present speaking forum; provide materials; suggest good spokespersons.

- o PH try to identify speakers through Roy Marden.

#### IV. Educate Newspaper Opinion Creators via a Series of Editorial Board Meetings

Summary: Focus on hometown (district) newspapers of key legislators (well-crafted letters w/good package) and some bigger newspapers (use heavy hitters). Potential authors include local business/labor, fiscal experts, smoker activists.

Status:

- o B-M has prepared prototype media list and is expanding to include top 100 newspapers and state capitals media.

- o PH/RJR talk to field coordinators/government affairs to determine potential authors, set up media training. Focus on big papers in Southeast. Use heavy hitters for major nationals.

- o Develop leave-behinds for local newspapers re: impact on individual states and the general unfairness of financing health-care reform with cigarette tax.

#### V. Establish a Presence on Selected Radio Talk Shows in Order to Further FET Objectives

Summary: Reinforce "press" efforts with national and local radio talk show opportunities. Expert third parties and media trained activists will be principal participants.

Status:

- o B-M has prepared prototype list and is expanding to include state capitals.

- o PH/RJR contact government affairs to identify appropriate topics/spokespersons.

#### VI. Develop Comprehensive Op-ed Program to Support FET Objectives

Summary: a) Focus on proactive op-ed placement in selected hometown newspapers of key legislators, with ccs to those legislators, certain appointed officials; and b) develop defensive op-eds for response to negative editorials.

Status:

- o B-M has prepared prototype media list and is expanding to include top

100 newspapers and state capitals.

o PM/RJR each drafting 6 op-eds and message points and 6-10 LTEs to support op-eds.

2048597329

## I. Develop Press Package

### FET

Summary: Modular press/information packages to be tailored for different audiences.

#### Status:

- o B-M delivered proto-type press kit to task force members.
- o FM/RJR are checking out their facilities (for all products) in these states, esp. Ways & Means, including food and tobacco. (PM D.C. preparing breakout for J, M to check with RJR government affairs).
- o B-M has delivered media lists for Ways & Means; top 100 newspapers, state capital newspapers; 6 tobacco states.
- o B-M distributed two letters provided by TI from tobacco state members to Clinton and Gore re: health-care reform.

#### Special Note: Price Waterhouse Study

Summary: Potential to publicize economic impact information in the 50 states through press releases and events prior to release of health-care reform.

#### Status:

- o Discussed publicizing PW economic impact results in 50 states through state-specific news releases, w/spokesperson available to comment (1st choice -- business groups, chambers of commerce, retailers). Do at least in 6 grower states and Ways & Means.
- o Use same spokesperson to comment once health-care plan released; try to build up identification with issue, so that press will automatically call for comment.
- o Consider actual press events in tobacco producing states and Ways & Means states; to be further discussed.
- o RJR reviewing potential spokespersons in the field.

### ETS

Summary: Develop multi-use, modular press/information packages tailored for different audiences.

2048597330



**Status:**

- o B-M collecting and reviewing additional materials provided by PM/RJR/TI and is reviewing to determine which materials best suit particular audiences.

- o APCO developing preliminary message points for press packages, to be forwarded to B-M.

2048597331

# *Project \_\_\_\_\_ Media / Communications \_\_\_\_\_ Plan Ad Campaign*

\*5/6/93

*Lead Responsibility:* PM: Craig Fuller  
RJR: Tom Griscom

ETS ■ FET ■

*Time Line:*  
-Ongoing

*Description:* Develop ad copy for review, testing and approval by senior management.

- Roger Ailes - Real people affected by taxes.

*Action:*

- ETS ad will be ready to go out late April.
- Roger Ailes meeting (Done).
- Roger Beahm to have ETS and FET ad concepts in ten (10) days.(Done).
- Ads ready to review on April 1, 1993.
- Legal review.

*Budget:*

ETS w/ RJR \$606,000 split

2048597332

# Project Media / Communications Radio Talk Shows

\*5/6/93

**Lead Responsibility:** PM: Vic Han,  
RJR: Mark Smith

Burson-Marsteller

ETS ■ FET ■

## **Time Line:**

- FET: -Submit recommendations week of May 10, 1993.
- Submit final plan week of May 17, 1993.
- Initiate program May 24, 1993.
- ETS: -Submit recommendations week of May 10, 1993.
- Submit final plan week of May 17, 1993.
- Initiate program May 24, 1993.

**Description:** Develop list of select radio talk shows we should reach and schedule briefings. In addition to major, national radio talk shows, radio is having a big impact on local as well as national debates at the local level as well. We should look to influence both the big opportunities as well as develop an overall market-by-market, state-by-state capability.

## **Action:**

- See following page Re: Establish a Presence on Selected Radio Talk Shows
- Follow-up on Rush Limbaugh
- Materials sent by RJR week of 3/1/93

### **1. Identify Radio Talk Shows & Talk Radio Shows**

Goal: Use radio effectively to get our message across.

- Determine national and market-by-market radio talk shows (programs in which the host dominates or interviews people of interest). Also identify the radio call-in (Talk Radio) shows in which interested listeners can often determine the topics. Create computer data to easily access radio opportunities by market, subject and format.

Time line: TBD

2048597333

# Radio Talk Shows

## (Continued)

- Geographically match spokespersons (see "Promote Speakers in Local Markets" part of overall plan) to radio talk show list.

Time line: TBD

### 2. Briefings With Key Radio Talk Shows

- Provide producers of key shows with materials to influence selection of topics, guests and messages.

Time line: TBD

### 3. Reaching Talk Radio

- Provide spokespersons (see "Promote Speakers" section of plan) with materials and lists of talk shows, and encourage call-ins.
- Use other activists to increase calls to radio shows, to influence selection of topics and to increase chance of getting messages across.

Time line: TBD

(Special Note to TCG: As you may know, working with WKA, we have already begun developing talk radio. We are planning to match our media trained activists against the list and provide listings of talk radio, along with talking points, etc. Additionally, we were planning to do a special insert into the next alert going to the 2,000 Smoker Write club activists, encouraging them to send us a list of local talk shows...eventually providing them with talking points, etc.)

FET:

- Reinforce "press" efforts with national and local radio talk show opportunities.
- Expert third parties and media trained activists will be principal participants.

#### Next Steps:

- Identify stations/shows/formats B-M will provide March 31, 1993.
- Identify appropriate topics/spokespersons.
- Pitch topic selection/guests.
- Media train spokespersons.
- Schedule programs.
- Support industry spokespersons via call ins to show.
- Tape programs for analysis and revision.
- Alert selected media.

2048597334

## *Radio Talk Shows* (Continued)

### ETS:

- Reinforce "press" efforts with national and local radio talk show opportunities.
- Expert third parties and media trained activists will be principal participants.

### Next Steps:

- Identify stations/shows/formats B-M will provide March 31, 1993.
- Identify appropriate topics/spokespersons.
- Pitch topic selection/guests.
- Media train spokespersons.
- Schedule programs.
- Support industry spokespersons via call ins to show.
- Tape programs for analysis and revision.
- Alert selected media.

*Buget:*        TBD

2048597335

V. Establish a Presence on Selected Radio Talk Shows in Order to Further Objectives.

FET

Summary: Reinforce "press" efforts with national and local radio talk show opportunities. Expert third parties and media trained activists will be principal participants.

- o B-M is expanding radio list to include state capitals and other tobacco-producing states, to be completed by April 30. RJR has provided list of radio shows covering selected legislative districts.

- o PM/RJR identifying appropriate topics/spokespersons, based on recommendations from the field.

- o Radio will be focus after announcement.

ETS

Summary: Try to use expert third parties and media-trained activists to reinforce press efforts with national and local radio talk show opportunities.

Status:

- o B-M preparing radio list to include tobacco-producing states, state capital media. To be completed April 30.

- o PM/RJR discussing appropriate spokespersons w/government affairs/field coordinators.

- o Op-ed core list to be reviewed for potential radio spokespersons.

2048597336

**\*5/6/93**

ETS ■ FET ■

(With most if not all of the John Boltz submissions in place if given the go ahead to proceed.)

-See following page Re: Develop Speakers Bureau

Time line: Names of recruits to Joint Task Force week of: TBD

2048597337

# Promote Speakers in Local Markets (Continued)

(Special Note to TCG: 1) As you know, we have 200 media trained activists in the field. Prior to this project, we were working on plans to fully activate all of these people. How we plan to work with these folks is outlined on page two. 2) At our request RJR trade relations will, at their meeting next Wednesday in Washington, ask the AWMA wholesalers to provide a list of their "Go To" people in every state who would be willing to serve in this role. The plan we were working on called for us to prepare a news release for each of 50 states on the economic impact of the FET. One objective was to provide Tommy Payne with some clips from home districts.

## 2. Issue Training & Media Training

- Determine material needed for issue training. If none exists, immediately develop talking points, palm cards, Q&As and briefing book. Otherwise use what is available.
- Determine which spokespersons need media training. Conduct media training, as needed. (Note RJR allied forces training already scheduled.)

Time line: TBD

## 3. Building Awareness & Credibility - Communications Effort

Goal: News media will recognize our spokespersons as source for accurate, timely and credible information on FET/ETS. Work with media.

- RJR/PM puts editorial effort into high gear developing op-eds, letters to editor, news releases, talking points, backgrounders - generic and state/market specific - for use by each spokesperson.

Time line: TBD

(Special Note to TCG: 1) As mentioned on page one, we were planning to distribute a news release through each statewide smokers' rights spokesperson. A generic piece would be provided to each Field Coordinator, along with state specific date; FC's would work with each spokesperson. 2) For industry spokesperson - wholesalers and retailers that RJR Trade Relations identifies, we are working on plans for distribution on economic impact in each state. We are exploring the possibility of working with each state spokesperson, but faxing the release ourselves in a highly organized fashion using faxing services. Cost would be about \$1.10 per release, which would probably go to a total of 7,000 nationwide media outlets.

2048597338



## Promote Speakers in Local Markets (Continued)

If I understand our RJR/PM mission correctly, we will determine who will do what, and how best to split the work and cost.

- Outreach: Each spokesperson will be given a list of all media in area. Where feasible, spokesperson will schedule brief one-on-one meetings with reporters/editors to introduce themselves and leave information. Key media not reached will be mailed a rolodex-type card with brief information.

Time line: TBD

- As appropriate, spokesperson may be asked to be part of group conducting editorial board meetings (see "Editorial Boards" section of overall plan.)

#### 4. Speakers Program

Goal: Spokesperson will speak to as many community groups as possible to explain position.

- Provide spokesperson with guide on what kind of groups to seek speaking opportunities, how to contact, what to say to get acceptance, etc. (Or, if budget and time permits, actually provide spokespersons with list of organizations, telephone numbers etc. for their specific market.)
- Use same materials used for issue training. Also provide each speaker with 1) prepared presentation (with simple visual aides), and 2) outline for more information presentation.
- Develop leave behind materials for each spokesperson.

Time line: TBD

2048597339

# Promote Speakers in Local Markets (Continued)

## 5. Follow Up

Goal: Maximize positive media placements.

- Develop simple system for spokesperson to report results of speaking engagements and media contacts. (Perhaps phone in or postcard drop - or provide each spokesperson with a PM/RJR contact to serve as resource...or develop a "help desk" concept.)
- Positive news clips will be gathered and distributed to supporters in each market -- each person will send copy of clip and a short personal letter to their U.S. Congressman and Senator.

Time line: TBD

(Victor Han) Identify appropriate journalists for one-on-one briefings on ETS  
identify appropriate messengers.

Action: Researching reporters, messengers.

### FET:

- Program to have credible speakers able to hit all 50 states, all major markets and state capitals.
- Identified speakers would also author op-eds and the like to augment credibility.
- Speakers trained to obtain platforms, venues (in addition to turn key manual to be developed and supplied.)
- Gain support/help of PM/RJR trade relations, government relations, other resources to identify, contact and recruit potential speakers (retailers, wholesalers, suppliers, growers, smokers rights activists.)
- All must be trained on issue, presentation skills, media.
- Develop national speakers stable of higher profile individuals (think tanks, tax organizations, economists, etc.); determine appropriate venues, mechanism for placement (speakers' own organizations.)
- Develop text, leave behinds, visuals.
- Develop PR support programs. (Cookie cutter approach based on venue, subject matter, key impact issue of focus.)

2048597340

*Promote Speakers in Local Markets*  
(Continued)

Next Steps:

-All of the above.

**ETS:**

-We have not gotten to that yet.

*Budget:*

2048597341

### III. Develop Speakers Bureau

Summary: Design a 50-state speakers program and place identified spokespersons in local markets designed to attract some press attention.

#### Status:

- o Speakers bureau to be instituted after announcement day w/preliminary work being done now.

- o B-M has delivered a general guide on how to develop speaking opportunities at 4/26 meeting. RJR to incorporate into media training package.

- o PM/RJR in process of preparing 3 draft speeches each (at least one slide supported).

- o PM/RJR have contacted field/government affairs to increase monitoring of local media and have received preliminary lists for LTES and speaker candidates.

  - RJR sales force received memo re: increased monitoring

  - PM has drafted letter re: increased monitoring for field. Will send to RJR.

  - RJR monitoring service should pick up any letters out there. Will distribute upon receipt.

  - Speaker lists being prepared this week.

- o RJR can prepare generic speeches from op-eds.

#### ETS

Summary: Design speakers program for placement of identified spokesperson in local markets designed to attract press attention.

#### Status:

- o B-M has distributed speakers' bureau guidelines.

- o All task force members identifying potential speakers to build core list (e.g., legal/science/HVAC/personnel consultants).

- o PM has prepared 2 generic ETS speeches (1 each w/slide backup). RJR preparing.

2048597342

*Project\_\_\_\_\_Media / Communications\_\_\_\_\_*  
*Television Interviews*

*\*5/6/93*

*Lead Responsibility: PM:*  
*RJR:*

ETS ■ FET ■

*Time Line:*  
-Review week of April 18, 1993

*Description: (consider)*

*Action:*

*Budget:*

2048597343

**Project \_\_\_\_\_ Media / Communications \_\_\_\_\_**  
**Press Briefings**

\*5/6/93

**Lead Responsibility:** PM:  
RJR:

ETS ■ FET ■

**Time Line:**  
-April 18, 1993

**Description:** (Get APCO recommendations)

**Action:**  
-Philip Morris

**Budget:**

2048597344

# Project Media / Communications Editorial Boards

\*5/6/93

*Lead Responsibility:* PM: Victor Han and Burson-Marsteller  
RJR: Mark Smith  
TI:

ETS ■ FET ■

## *Time Line:*

- FET: -Submit target lists, begin editorial analysis, develop message points/leave behinds week of May 10, 1993.  
-Submit final plans week of May 17, 1993.  
-Initiate program week of May 24, 1993.
- ETS: -Submit target lists, begin editorial analysis, develop message points/leave behinds week of May 10, 1993.  
-Submit final plans week of May 17, 1993.  
-Initiate program week of May 24, 1993.  
-Review week of March 22, 1993.

*Description:* Place senior executives and identified spokesmen with select editorial boards to discuss industry issues: ETS/Excise Taxes. A press kit and "leave behinds" will be necessary.

## *Action:*

- See following page Re: Educate Newspaper Opinion Creators via a Series of Editorial Board Meetings.

## FET:

- Meetings targeted at hometown (district) newspapers of key legislators.
- Representatives of local business/labor, fiscal experts, smoker activists comprise team. Possible use of RJR/PM senior management in selected cases.
- Press kit needed.
- Key markets identified by government affairs.
- Meetings to be scheduled.

2048597345

## *Editorial Boards* (Continued)

\*5/6/93

### Next Steps:

- Identify newspapers in targeted congressional districts.
- Review past editorial positions.
- Make Go/No Go decision.
- If Go...Determine key message points/leave behinds, determine team composition, media train team members, schedule meetings, post meeting follow-up, i.e.. new information.

### **ETS:**

- Continue key opinion leader educational outreach program.
- Meetings with targeted key national, state/state capitol and local newspapers.
- Expert panel may include local representation and nationally recognized experts.

### Next Steps:

- Identify newspapers.
- Review past editorial positions.
- Make Go/No Go decision.
- If Go...Determine key message points/leave behinds, determine team composition, media train team members, schedule meetings, post meeting follow-up, i.e.. new information.

**Budget:**

2048597346



#### IV. Educate Newspaper Opinion Creators via a Series of Editorial Board Meetings

##### FET

Summary: Focus on hometown (district) newspapers of key legislators (well-crafted letter w/good package) and some bigger newspapers.

##### Status:

- o A priority project. Drop press kits during first week of May to selected press. Use Ways & Means and six tobacco states as well as list of targeted columnists.

- o Do follow-up phone call requesting opportunity to respond to health-reform announcement before papers editorialize. Split list up by known PM/RJR/TI contacts; cold calls to be split equally.

- o TI will provide B-M w/ list of reporters at majors who have done story and mentioned TI, so we will know what they've already said. B-M to review and supplement if necessary.

##### ETS


Summary: Continue ongoing key opinion leader educational outreach program, while identifying and expanding program to key national, state/state capital and local newspapers.

##### Status:

- o B-M has distributed expanded media list.

- o B-M is preparing list of columnists around country who might write on this (including moderates and investigative reporters).

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2048597348

*Project* \_\_\_\_\_ *Message* \_\_\_\_\_  
*50 Million Smokers*

\*5/6/93

*Lead Responsibility:* PM:  
RJR:

ETS ■ FET ■

*Time Line:*  
-Review week of April 18, 1993

*Description:* Key talking points: (develop)  
-Develop "class war" stressing the impact of FET on lower income people.  
-Use LuLac data, Randolph Institute data regarding Hispanic/African-Americans

*Action:*

*Budget:*

2048597349

*Project \_\_\_\_\_ Message \_\_\_\_\_*  
*Canada Tobacco Model a Myth*

\*5/6/93

*Lead Responsibility:* PM:  
RJR:

ETS ☐ FET ☒

*Time Line:*  
-Review week of April 18, 1993

*Description:* Key talking points: (develop)

*Action:*  
-Consider expanding to other countries.  
-Philip Morris working

*Budget:*

2048597350

● Project \_\_\_\_\_ Message \_\_\_\_\_  
Courtesy and Common Sense

\*5/6/93

*Lead Responsibility:* PM: Lance Pressl  
RJR: Tom Harris

ETS ■ FET □

*Time Line:*  
-Review week of March 22, 1993

*Description:* Develop talking points

●  
*Action:*  
-Clark Judge

●  
*Budget:*

2048597351

*Project* \_\_\_\_\_ *Message* \_\_\_\_\_  
*Hurts Employees*

\*5/6/93

*Lead Responsibility:* PM:  
RJR:

ETS ☐ FET ☒

*Time Line:*  
- Review week of April 18, 1993

*Description:* Key talking points (develop)

*Action:*

*Budget:*

2048597352

**Project** \_\_\_\_\_ **Message** \_\_\_\_\_  
**Tax Regressive**

\*5/6/93

**Lead Responsibility:** PM:  
RJR:

ETS ☐ FET ☒

**Time Line:**

-Review week of April 18, 1993

**Description:** Key talking points (develop)

**Action:**

- Factor in EPI data.
- Need to build counter to Earned Income Tax Credit.

**Budget:**

2048597353

*Project* \_\_\_\_\_ *Message* \_\_\_\_\_  
*Breeds Corruption and Black Market*

\*5/6/93

*Lead Responsibility:* PM:  
RJR:

ETS ☐ FET ☒

*Time Line:*  
-Review week of April 18, 1993

*Description:* Key talking points (develop)

*Action:*

*Budget:*

2048597354





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*Project* \_\_\_\_\_ *Speeches* \_\_\_\_\_  
\_\_\_\_\_ *ETS Speech*

\*5/6/93

*Lead Responsibility:* PM:  
RJR: Clark Judge

ETS ☒ FET ☐

*Time Line:*  
-For review April 18, 1993

*Description:* Themes (develop)

*Action:*

*Budget:*

2048597356

# Project \_\_\_\_\_ Speeches \_\_\_\_\_

## Inventory of Speeches

\*5/6/93

*Lead Responsibility:* PM: Craig Fuller  
RJR: Tom Griscom

ETS ■ FET ■

*Time Line:*  
-Ongoing

*Description:* PM and RJR to closely coordinate assignments to deliver a consistent message on each speech that is written.

*Action:*

*Responsibility:*

Tab 3:

Consumer Outreach - Consumer Data Base:

-Insert for redemption packages

PM/RJR - in house

Consumer Outreach - Redemption Stuffers:

-Card on ETS

PM/RJR - in house

-Card on Federal Excise Tax

PM/RJR - in house

Tab 4:

Business Outreach - Direct Mail to CEO's

-CEO/CEO letter

PM/RJR - in house

-Attachment with accommodation program description and information on how PM/RJR can help.

PM/RJR - in house

Business Outreach - Business Roundtable:

-Letter for advising BRT members of threat to business posed by EPA/OSHA indoor air regulation.

Burson-Marsteller

-Talking points for discussions with BRT members.

-Fact sheet.

2048597357

# Inventory of Speeches (Continued)

## *Responsibility:*

### Business Outreach - Chambers of Commerce:

- Basic speech, ETS
- Basic speech, excise tax
- White paper, ETS
- White paper, excise tax
- Speech for Jim Miller (T)
- Op-ed for Jim Miller (T)
- Talking points for NY meetings with executive directors
- Press kit for executive directors

Clark Judge  
Clark Judge

Clark Judge  
Clark Judge

Burson-Marsteller

### Business Outreach - National Association of Manufacturers:

- Letter to NAM members
- Speech or testimony for senior NAM officials
- NAM fact sheet

Clark Judge

### **Tab 5:**

#### Advocate Outreach - Mass Mailing:

- Letter with appeal
- Self-mailer to send to Members of Congress

PM/RJR - in house  
PM/RJR - in house

#### Advocate Outreach - Volunteer "Advocates"

- Phone bank script (Done)
- Direct mail letter to go to activists

PM/RJR - in house  
PM/RJR - in house

### **Tab 6:**

#### Grassroots Effort - Employees:

- Communiqué from MAM, WIC or other senior executive to, at a minimum, operating company managers and employee groups contacted by Jay Poole as of 3/6/93

#### Grassroots Effort - Suppliers:

- Letter to senior officer in supplier companies (re: ETS and/or excise taxes)

2048597358

# Inventory of Speeches (Continued)

## *Responsibility:*

### Grassroots Effort - Accommodation

#### - Hospitality/Industry:

- Letter to industry leaders
- Talking points for discussions with industry leaders
- Fact sheets on economic impact studies

PM/RJR - in house

PM/RJR - in house

### Grassroots Effort - Accommodation -- Airport:

- Letter
- Talking points
- Fact sheet

PM/RJR - in house

PM/RJR - in house

PM/RJR - in house

### Grassroots Effort - Accommodation -- Workplace:

- Model policy statement
- Fact sheet on technical recommendations for upgrading ventilation systems
- Case studies for publication

PM/RJR - in house

PM/RJR - in house

PM/RJR - in house

### Tab 7:

#### Government Affairs - Elected Officials:

- Letters for contacting officials outside Washington
- Talking points for staff to staff contact
- Talking points for appropriate senior executive to official contact
- Letter for officials outside of Washington to send to Federal officials
- Talking points for officials outside of Washington to use in discussions with Federal officials

#### Government Affairs - Governors:

- Speeches for governors
- Talking points for governors
- White papers for governors
- Fact sheets for governors

Clark Judge

2048597359

# Inventory of Speeches (Continued)

## Responsibility:

### Government Affairs - Briefings on the Hill:

- Talking points
- White papers
- Fact sheets
- Follow-up letters

### Government Affairs - Senior Management Visits:

- Talking points
- White papers
- Fact sheets
- Follow-up letters

### Government Affairs - Member Assignments:

- Talking points
- White papers
- Fact sheets
- Follow-up letters

### Government Affairs - Coordination with Tobacco Coalition:

- Letters to senator
- Talking points for meetings with Senators

### Tab 8:

#### Labor - Strategy -- Tax:

- Talking points for PM/RJR call on president of BCT
- Letter for president of BCT to members
- Sample letter for members to send to Congress and White House
- Talking points for president of BCT in meeting with Lane Kirkland and other labor leaders
- Phone bank scripts for appeal to members

### Tab 9:

#### TI Coordination - TI Lobby Plan:

- Nothing

2048597360

# Inventory of Speeches (Continued)

## *Responsibility:*

### TI Coordination - TI Educational Packet:

- Information kit
- White papers
- Talking points

### **Tab 10:**

#### Science, Publicly Challenge EPA Science:

- Press conference statement
- Open letter to the new EPA Administrator
- Press release for press conference

Clark Judge

#### Science - EPA to Reexamine ETS Study:

- Fact sheet on paper arguing for reexamination of ETS at EPA

#### Science - Science Spokesperson:

- Speeches for spokesperson
- Talking points for spokesperson

Clark Judge

#### Science - Presentation to OSHA on ETS:

- Script for presentation

RJR

### **Tab 11:**

#### Research - Studies:

- Press releases announcing study findings
- Press conference statements
- Fact sheets based on studies

#### Research - Position Papers:

- White paper on ETS
- White paper on excise taxes

#### Research - Niagara Institute:

- Report on tobacco issues in Canada
- Statement by Institute director
- Press kits

2048597361

# Inventory of Speeches (Continued)

## Responsibility:

### Tab 12:

#### Legal - Growers' Law Suit:

-Nothing

#### Legal - Briefings on ETS:

-Talking points, CEO/CEO

-Letter, CEO/CEO

-Talking points, General Counsel/General Counsel

-Letter, General Counsel/General Counsel

### Tab 13:

#### Media/Communications - Press Package:

-Press kit on ETS

-Press kit on excise tax

#### Media/Communications - Plan Ad Campaign:

-Ad copy

#### Media/Communications - Radio Talk Shows:

-Talking points for briefings

-Fact sheets for briefings

Clark Judge

Clark Judge

#### Media/Communications - Promote Speakers in Local Markets:

-Letter to set up speaking engagement

-Talking points for calls setting up engagement

-Press release announcing engagement

-Speech for speaker

Clark Judge

#### Media/Communications - Television Interviews

-Talking points for interviews

-Press kits

Clark Judge

Clark Judge

2048597362



# Inventory of Speeches (Continued)

## Responsibility:

### Media/Communications - Press Briefings:

- Talking points
- Press kits

### Media/Communications - Editorial Boards:

- Talking points
- Press kits

### Tab 14:

#### Message - 50 Million Smokers:

- Talking points

#### Message - Canada Tobacco Model a Myth:

- Talking points

#### Message - Courtesy and Common Sense:

- Talking points

#### Message - Hurt Employees:

- Talking points

#### Message - Tax Regressive:

- Talking points

### Tab 15:

#### Speeches - ETS Speech:

- Themes statement
- Speech

Clark Judge

Clark Judge

#### Speeches - Junk Science Speech:

- Speech

DONE

#### Speeches - Economic Consequences:

- Themes statement
- Speech

Clark Judge

Clark Judge

2048597363

# *Inventory of Speeches* (Continued)

## *Responsibility:*

### Speeches - Excise Taxes:

- Themes statement
- Speech

Clark Judge  
Clark Judge

### Speeches - Canada and the Black Market:

- Themes statement
- Speech

Clark Judge  
Clark Judge

### Speeches - Basic Speech

- Themes statement
- Speech

Clark Judge  
Clark Judge

*Budget:*

2048597364

● Project \_\_\_\_\_ Speeches \_\_\_\_\_  
\_\_\_\_\_ Junk Science Speech

\*5/6/93

*Lead Responsibility:* PM: Jim Ramsay  
RJR:

ETS ☒ FET ☐

*Time Line:*  
-Completed

*Description:* Speech theme: puts ETS in context of other government scientific blunder (e.g. Alar, chlorination of drinking water, showers)

● Speech on file - can be altered/updated to fit specific audience.

*Action:*

- Speech revised for general use. Finished draft available 4/15/93.
- Two versions - one for PM speaker, one for a 3rd party speaker created on 4/12/93
- Speech developed for MAM 2/93.

● *Budget:*

2048597365

● Project \_\_\_\_\_ Speeches \_\_\_\_\_  
Economic Consequences

\*5/6/93

**Lead Responsibility:** PM:  
RJR: Clark Judge

ETS ☐ FET ☒

*Time Line:*  
-For review April 18, 1993

*Description:* Themes (develop)

**Action:**

**Budget:**

2048597366

● Project \_\_\_\_\_ Speeches \_\_\_\_\_  
Excise Taxes

\*5/6/93

*Lead Responsibility:* PM:  
RJR: Clark Judge

ETS ☐ FET ☒

*Time Line:*  
-For review April 18, 1993

*Description:* Themes (develop)

*Action:*

*Budget:*

2048597367

● Project \_\_\_\_\_ Speeches \_\_\_\_\_  
Canada and the Black Market

\*5/6/93

*Lead Responsibility:* PM:  
RJR: Clark Judge

ETS ☐ FET ☒

*Time Line:*  
-For review april 18, 1993

*Description:* Themes (develop)

*Action:*

*Budget:*

2048597368

● Project \_\_\_\_\_ Speeches \_\_\_\_\_  
Basic Speech

\*5/6/93

*Lead Responsibility:* PM:  
RJR: Clark Judge

ETS ■ FET ■

*Time Line:*  
-For review April 18, 1993

*Description:* Themes (develop)

*Action:*

*Budget:*

2048597369

**Project** TI Coordination  
TI Educational Packet

\*4/22/93

**Lead Responsibility:** PM: Ellen Merlo, Kathleen Linehan, Jay Poole  
RJR: Tom Griscom, B. Oglesby

ETS ■ FET ■

**Time Line:**

• -April 15, 1993

**Description:** TI is developing information packets and briefing papers for ETS and Excise Tax issues.

*Done  
5/6/93*

**Action:**

- Meeting of the inter-company/TI group on Tuesday April 6.
- Revise and approve materials.
- Burson-Marsteller should get "info kits" of FET & ETS packages together for Philip Morris. - Jay Poole will coordinate.

*- On going meetings w/ coordinating committees take place on a weekly basis.*  
*• ETS included in latest <sup>TI</sup> meetings.*  
*• Legislative updates coming in from all sectors*

**Budget:**

2048597370



**Project** Government Affairs  
Local Elected Officials

4/22/93

**Lead Responsibility:** PM: Ellen Merlo, Tina Walls, Ted Lattanzio, Jay Poole  
RJR:

ETS ☐ FET ☒

**Time Line:**

-Ongoing

*done  
5/16/93*

**Description:**

Denver Councilwoman Cathy Reynold, Colo. Municipal League Executive  
Director Sam Mamet

**Action:**

A number of NC Mayors have written the White House and Members opposing the tax. We are meeting next week with Richmond Mayor Kenny to ask him to send a letter to the Executive Committee of the VA municipal league asking them to co-sign a letter to the VA Congressional Delegation opposing the FET.

\*GA Secy. of Agriculture to meet with Pres. Clinton. Secy. of Ag. agreed to get other Southern colleagues to oppose FET.

-Compile listing of key officials and their organizations.

**POTENTIAL CONTACTS:**

**LOCAL ELECTED OFFICIALS**

*- Ongoing &  
under current report*

**REGION VII:**

**REGION VIII:**

**REGION IX:**

**REGION X:**

**Colorado**

- Councilwoman Cathy Reynolds (Denver)
- CO Municipal League - Sam Mamet
- Mayor Tauer (Aurora)

2048597371

Project Government Affairs  
State CARTs (West)

4/23/93

Lead Responsibility: PM: Tina Walls/Field West  
RJR:

ETS ☐ FET ☒

Time Line: Ongoing

**Description:** Organize retailers and other appropriate coalition members to call, write and/or meet with targets.

**Action:**

- Action plans have been drafted by the following state CARTs: CA, LA, MT, OR.
- Updated Price Waterhouse studies and FET talking points distributed to CART managers.
- Need dates to activate CART members via newsletter and suggest they write their congressional member.

added  
5/16/93  
do look

2048597372